Measuring Microaggression and Organizational Climate Factors in Military Units

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Abstract

This research attempts to develop a reliable instrument to assess microaggression in organizations, specifically in military units. Another goal of the research is to determine the antecedents of leadership cohesion, microaggression, work group cohesion, and work group effectiveness using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). Responses of 6,816 active duty military members were evaluated using multi-group structural equation models. Findings reveal that organizational climate factors are salient predictors of microaggression, leadership cohesion, work group cohesion, and work group effectiveness in military units. I discuss the research contributions, limitations, future research directions, and recommendations to commanders.

America certainly has made significant progress in the way that it interacts and extends dignity and respect to its minority population. Overt racist behavior is illegal, and for the most part, unwelcome in every corridor of American life. However, some diversity scholars (Constantine, 2007; Sue & Constantine, 2007; Sue et al., 2007), in their quest to eradicate all forms of racism, remain increasingly concerned about those subtle but substantial verbal and nonverbal acts of racial aggression known as racial microaggressions. Sue and colleagues define racial microaggressions as those "brief and commonplace daily verbal, behavioral, and environmental indignities, whether intentional or unintentional, that communicate hostile derogatory, or negative racial slights and insults to the target person or group" (Sue et al., 2007, p. 273). These behaviors are perceived by the target person or group as put downs and/or negative behaviors that question their legitimacy.

Despite the deleterious effect that microaggressions can have on organizational members to include loss of self-esteem, mistrust, impairment of workplace productivity, increased levels of anger, and a detrimental impact on the psyche of the target person or group (Pierce, 1995; Sue, 2005; Sue et al., 2007), only one study has attempted to measure this construct. Constantine (2007) developed a 10-item measure to assess microaggressions and their role in the client-psychologist relationship. Constantine found that clients who experienced microaggressions have a weaker therapeutic alliance with their psychologist and consequently reported lower counseling satisfaction.

A review of the literature indicates that a measure to assess microaggression in organizations apparently does not exist. Therefore, one goal of this research is to develop a reliable instrument to assess microaggressions in organizations, specifically in military units. Using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate

Survey (DEOCS) and a sample of its respondents, another goal of this research is to examine the relationship between organizational climate factors and microaggression in military units. The research also attempts to determine the antecedents of leadership cohesion, microaggression, unit cohesion, and unit effectiveness in the military.

Research Objectives

This study seeks to address the following research objectives:

- To develop a reliable measure that assesses microaggression in military units;
- to examine the relationship between microaggression and the DEOCS climate factors to include leadership cohesion, work group cohesion, and work group effectiveness; and
- to make recommendations based on the findings from a sample of respondents and suggest future approaches to managing issues surrounding the impact of microaggressive behaviors on the mission indicators measured using the DEOCS in DoD facilities.

This report begins with a discussion of microaggression and the development of an instrument to assess this construct in military units. Next, I discuss the research model within the context of organizational climate factors that are hypothesized to influence the focal endogenous constructs. Multi-group structural equation models are developed to test these conceptual relationships. The relationship between climate factors and the endogenous constructs are examined to ascertain whether microaggression mediates these effects. Thereafter, I outline the research methods and discuss the findings. The report concludes with a discussion of the research contributions, limitations of the study, future research directions and recommendations to unit commanders.

Review of the Literature

Racial microaggressions can manifest in covert or overt behavior and oftentimes are in conjunction with nonverbal behaviors demonstrated by the perpetrator. Microaggressions also are "subtle insults delivered through dismissive looks, gestures, and tones (verbal, nonverbal, and/or visual) toward people of color" (Sue & Constantine, 2007, p. 137). Sue and colleagues developed a rudimentary taxonomy of microaggressions and identified three forms that manifest in the daily lives of persons of color: (a) *Micro-assault*: derogatory racial behaviors that are primarily designed to hurt the intended person of color via avoidant behaviors, name-calling, or deliberate discriminatory actions; (b) *Microinsult:* demeaning behaviors that involve rudeness and insensitivity regarding a person's racial identity or heritage; and (c) *Microinvalidation:* behaviors that "exclude, negate, or nullify the psychological thoughts, feelings, or experiential reality of a person of color" (Sue et al., 2007, p. 274). Most often persons of color suffer these microaggressions silently, choosing not to make a scene or cause trouble for themselves. Are microaggressions present in military units? If so, can microaggressions be reliably measured in military units? What impact do microaggressions have on work group cohesion, leadership cohesion, or work group effectiveness? Are the climate factors on the DEOCS instrument predictive of microaggressions in military units?

The current investigation attempts to provide answers to these empirical questions. A review of the literature found no researches that directly address the aforementioned issues in the uniformed services. Therefore, a closer examination of racial microaggressions and organizational climate factors is warranted to address these literature gaps.

Microaggression

Offensive mechanisms or racial microaggressions are contagious, learned behaviors that, for some members of this society, continue to erode confidence in the promises extolled by the founding fathers of this nation and the fairness of American jurisprudence being no respecter of caste, class, or color. Some scholars lament that American racism and microaggressive behavior are systemic (Frazier, 1927; Pierce, 1970, 1974, 1995) and the daily training of a new generation of offenders is perpetual. Commenting on these offensive behaviors, Pierce (1970) advanced "it is from [these] feelings of superiority that one group of people proceeds to brutalize, degrade, abuse, and humiliate another group of individuals" (p. 265). Pierce further opined that racism and microaggressive behavior is a form of mental illness, and a public health pandemic because "it is a false belief, born of morbidity, refractory to change when contrary evidence is presented concerning the innate inferiority of any person with dark skin color" (Pierce, 1970, p. 265). In the late 1920s, Frazier (1927) had come to the same conclusion regarding America and racism, labeling it as pathology in Whites; for his scholarship, Frazier received death threats and was eventually forced to flee the city of Atlanta for the nation's capitol.

Despite the seemingly innocuous impact of racial microaggressions, Pierce (1974) found that the cumulative effects of these attacks can lead to various undesirable health outcomes; approximately 26 years later, Solorzano (2000) investigated the racial climate at three prestigious universities and found that black students experienced numerous racial microaggressions that impacted their physical and mental well being.

One of the consequences of majority group privilege or whiteness propounded by Sue and colleagues (Pierce, 1970, 1995; Pierce, Carew, Pierce-Gonzales, & Willis, 1978; Sue, 2005; Sue, Capodilupo, Torino, Bucceri, Holder, Nadal, & Esquilin, 2007; Sue & Constantine, 2007;

Sue, Lin, Torino, Capodilupo, & Rivera, 2009) and other scholars (Solorzano & Yosso, 2000; Spanierman & Heppner, 2004; Spanierman, Poteat, Beer, & Armstrong, 2006; Spanierman, Poteat, Wang, & Oh, 2008; Spanierman, Todd, & Anderson, 2009; Todd, Spanierman, & Aber, 2010) is that minority racioethnic groups may be seen as outsiders and subject to racial microaggressions in public and private spaces. Microaggressions are so automatic, insidious, and ubiquitous that oftentimes the perpetrator is unaware that he or she possesses these conscious and unconscious attitudes towards persons of color and become righteously indignant and defensive when confronted.

Some microaggression scholars advance that racial microaggressions, or offensive mechanisms, are "subtle, stunning, often automatic, and nonverbal exchanges which are put downs of blacks [and other minority groups] by offenders" (Pierce, Carew, Pierce-Gonzales, & Wills, 1978, p. 66) and these "offensive mechanisms used against blacks often are innocuous" (p. 66), but have devastating consequences because the "cumulative weight of their never-ending burden is the major ingredient in black-white interactions" (p. 66). That is, it is near impossible for blacks to engage whites (or whites to engage blacks) without these schemas running in the mental background of reach respective party. Davis (1989) opined that racial microaggressions were these "stunning, automatic acts of disregard that stem from unconscious attitudes of white superiority and constitute a verification of black inferiority" (p. 1576).

Typically, when the perpetrator of a microaggression is confronted, the usual response is to say that I am not a racist and do not see color when performing my duties. Sue et al. (2009) found that the most injurious microaggressions occur when the perpetrator is very powerful and the person of color is a subordinate or powerless person, usually with nearly no recourse to respond to the individual without suffering great harm to his/her career or livelihood. The person

of color, according to the perpetrator, is often seen as too sensitive, over reacting, paranoid, or getting upset over a little thing. Indeed, Branscombe, Schmitt, and Schiffhauer (2007) and Spanierman, Poteat, Beer, and Armstrong (2006) found that the invisibility of microaggressions to whites has the following impact on them: "lowers empathic ability, dims perceptual awareness, maintains false illusions, and lessens compassion for others (Spanierman et al., 2006, p. 439). People of color are often seen by these whites as making excuses for not working hard enough to be successful and therefore whiners who really do not want to experience the American dream—unless it is given to them.

From a societal and race relations perspective, microaggressions can be very dangerous. Microaggressions are cumulative and people of color are constantly exposed to them. These negative behaviors have a detrimental effect on the psychological well-being of people of color. Microaggressions can result in loss of self-esteem for persons of color, increased levels of racial anger, mistrust, create barriers to harmonious racial relations, and prevent whites from perceiving a true racial reality (Sue et al., 2007). Pierce (1995) posited that microaggressions cause "diminished mortality, augmented morbidity, and flattened confidence" (p. 281) from these repeated assaults on the psyche of people of color. Of particular interest to the military, racial microaggressions may negatively impact workplace productivity and, by extension, mission readiness (Sue, 2005).

It appears that some people of color are more likely to experience specific forms of microaggressions. For example, Sue et al. (2007) found that Asians were more likely to experience microinvalidations (alien in own land) whereas blacks were more likely to experience microinsults laced with criminality assumptions. Considering the American climate, it may very

well be found that Hispanics and Native Americans are subjected to the same treatment as Asians in terms of being more susceptible to microinvalidations.

Hypothesized Model

I advance that the conceptual model shown in Figure 1 best represents the relationship among the research variables. To properly evaluate the conceptual model, we diagrammed it using the path analytic framework presented in Figure 2. The hypothesized model shown in Figure 2 was subsequently evaluated in the current investigation. Further, I propose that climate factors such as job satisfaction, organizational commitment, sexual discrimination, etc., will influence microaggression, leadership cohesion, work group cohesion, and work group effectiveness. In turn, microaggression is expected to influence leadership cohesion, work group cohesion, and work group effectiveness in the structural model. Work group cohesion is also expected to positively influence work group effectiveness.

As stated earlier, in the present study, microaggressions are operationalized as those racial indignities or insults, whether intentional or unintentional, that cause minority group members to feel less than equal to majority group members (Sue et al., 2007). Developing measures to assess microaggression in organizations is important because these undesirable behaviors may negatively impact workplace productivity and employee mental health and morale (Pierce, 1995). In military units, microaggressive behaviors may impact unit performance and thus mission readiness. Therefore, developing strategies to reduce microaggressive behaviors in military units should be of great importance to unit commanders.

Figures 1 and 2 specify the 14 constructs included in the structural equation model. A brief definition of each construct follows. Leadership cohesion refers to the perception that military members have about the way their leaders work together. Unit cohesion refers to the

ability of the military command or unit to work together, whereas unit effectiveness reflects the degree to which a military unit is productive in accomplishing mission objectives (DEOMI, 2009). Organizational (Affective) commitment is defined as an emotional attachment to the organization or how well military a member bonds to her/his unit (Allen & Meyer, 1990; DEOMI, 2009). Job satisfaction indicates how a military member may feel about his/her current job assignment. Sexual discrimination involves unfair treatment of military members based on their gender (DEOMI, 2009). Differential command behavior toward minorities refers to the unfair treatment of persons of color by the military command or unit because of race (DEOMI, 2009). Positive equal opportunity behaviors are a measure of how well persons of color and majority group members get along in the unit and are integrated in the functioning of the command or unit (DEOMI, 2009). Trust was defined as the degree to which the military member believes in the organization as a caring entity. Racist behaviors are those actions that indicate dislike or disrespect to another military member because of his/her race and may involve name–calling and/or offensive language (DEOMI, 2009). Religious discrimination occurs when someone in the military is treated unfairly because of her/his religious beliefs. Disability discrimination refers to the act of treating a military member unfairly because she/he has a disability. Age discrimination is when someone in the military is treated unfairly because of her/his age (DEOMI, 2009).

Hypotheses

As stated earlier, we advance that climate factors will influence microaggression, leadership cohesion, work group cohesion, and work group effectiveness in our model. Microaggression is expected to influence leadership cohesion, work group cohesion, and work group effectiveness. Work group cohesion is also expected to positively influence work group

effectiveness. Accordingly, in testing the model outlined in Figure 2, the following hypotheses are evaluated:

- Hypothesis1: Climate factors will influence microaggression;
- Hypothesis2: Climate factors will influence leadership cohesion;
- Hypothesis3: Climate factors will influence work group cohesion;
- Hypothesis4: Climate factors will influence work group effectiveness;
- Hypothesis5: Microaggression will influence (a) leadership cohesion, (b) work group cohesion, and (c) work group effectiveness in the model;
- Hypothesis6: Work group cohesion will influence work group effectiveness;
- Hypothesis7: Microaggression will mediate the relationship between climate factors and work group effectiveness;
- Hypothesis8: Microaggression will mediate the relationship between climate factors and work group cohesion; and
- Hypothesis9: Microaggression will mediate the relationship between climate factors and leadership cohesion.

Before testing the structural equation models and evaluating the hypotheses, the writer first develops and assesses the utility (e.g., convergent and construct validity) of the microaggression measure. Thereafter, various reliability measures are reviewed for construct acceptability.

Development of the Micro Aggression Scale

Based on a review of the existing literature, the researcher found a 10-item scale that measured racial microaggressions in counseling clients (Constantine, 2007). As shown in Appendix A, the researcher modified the 10 items and wrote two additional items intended to

assess microaggressions in military units. I added these 12 items to the DEOCS data collection system. Scaling was accomplished by using the following 5-point Likert–type anchors: (a) There is Almost No Chance that the Action Occurred, (b) There is a Small Chance that the Action Occurred, (c) There is a Moderate Chance that the Action Occurred, (d) There is a Reasonably High Chance that the Action Occurred, and (e) There is a Very High Chance that the Action Occurred. The data was randomly split in half with 3,408 cases of data in the validation sample and the same number in the holdout sample.

Assessing Reliability and Validity of Measures

Reliability is the degree to which items consistently measure the true value of a construct and is without error (Hair et al., 1998). Three reliability coefficients were used in this research: Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach alpha (alpha). The AVE is defined as the sum of the standardized squared loadings of a scale divided by the number of items per scale (Fornell & Larcker, 1981). The *AVE* indicates the amount of variance explained by the construct relative to the amount of variance that may be attributed to measurement error and should exceed 0.50. The *composite reliability* (CR)—defined as the sum of the standardized loadings divided by that sum plus the measurement error for each construct—was also measured for the model. Fornell and Larcker (1981) suggest that the CR should exceed 0.50. *The Cronbach alpha* is an internal consistency reliability estimate of a set of measures and assumes unidimensionality. According to Nunnally (1978), Cronbach alphas greater than or equal to 0.70 are considered adequate for research purposes.

Validity is the ability of measures (i.e., items) to accurately assess what we intend for them to measure. To assess construct and convergent validity, the author assessed the statistical

significance of the factor loadings; if the structural coefficient is more than twice its standard error, then construct and convergent validity is supported (Anderson & Gerbing, 1988).

Exploratory Factor Analysis

Using the validation sample, a maximum likelihood factor analysis was conducted on the 12 items using varimax rotation and one factor emerged from the procedure. Only components with eigenvalues greater than one were considered in the analysis. Items with loadings of at least .50 and secondary loadings less than .30 were retained. Items 4 and 12 were deleted due to insufficient factor correlations. The one-factor model that emerged from the analysis accounted for 60.131 percent of the total variance explained.

Table 2 provides the items, factor loadings and model fit indices, for the validation sample. Items 3 and 12 did not reach the minimum threshold (loading $\geq .50$) and were candidates for deletion. As shown in Table 3, the items had acceptable construct and convergent validity as indicated by their significance levels. The psychometric properties for the validation sample were also adequate with the average variance extracted and the construct validity above their minimum threshold of greater than 0.50 (Fornell & Larcker, 1981).

Confirmatory Factor Analysis

To confirm the initial factor structure of the microaggression items, a confirmatory factor analysis was conducted using the holdout sample. Table 4 displays the results of the one-factor model that best fit the data and explained 60.529 percent of the total variance. Again, Items 4 and 12 were deleted due to their high residuals and low correlations.

Similar to EFA results, the psychometric properties of the holdout sample indicated both convergent and construct validity of the microaggression scale. Table 5 presents these statistics.

After conducting acceptable exploratory and confirmatory factor analyses and assessing the psychometric properties of the two samples (validation and holdout), the micro aggression scale was deemed an acceptable instrument for further use in the current investigation and therefore included as a component of the nomological network propounded in Figure 2. The final microaggression scale is presented in Appendix B.

Method

Procedures

To collect the data, we used DEOMI's Organizational Climate Survey (DEOCS, formerly known as the Military Equal Opportunity Climate Survey or MEOCS). The DEOCS is a 66 item web-based questionnaire (can be administered using paper-and-pencil) that is designed to capture organization climate information pertaining to civilian equal employment opportunity (EEO), military equal opportunity (EO), and issues surrounding organizational performance or effectiveness. The DEOCS takes the average respondent about 20 minutes to complete and was designed for both civilian and military personnel and has 13 subscales to include sexual harassment/sex discrimination, differential command behavior toward minorities, positive EO behaviors, racist behaviors, religious discrimination, age discrimination, disability discrimination, organizational commitment, trust in the organization, work group effectiveness, work group cohesion, leadership cohesion, and job satisfaction. Table 1 contains a brief discussion of each subscale and its respective anchors. For more detailed discussions of the DEOCS and its subscales see Dansby and Landis (1991, 1995) and Brown and Rana (2005).

To examine microaggressions in military units, 12 items were added to the DEOCS. The items are based on a 5-point Likert response format where low scores indicate strong agreement (1) and high scores indicate very little agreement (5). As per DEOMI, responses are reverse

scored such that high scores indicate a positive result. In the current research, organizational commitment, trust, job satisfaction, work group effectiveness, work group cohesion, leadership cohesion, and positive EO behaviors were reverse-coded such that high scores were indicative of positive results for the unit.

Measures

The item pool for the 12 experimental items added to the DEOCS was developed by examining the extant literature regarding microaggressions in organizations. The author found a 10-item scale that measured racial microaggressions in counseling relationships (Constantine, 2007). The author modified these 10 items and wrote two additional items intended to assess microaggressions in military units. The response format to measure this construct was: (a) There is Almost No Chance That The Action Occurred, (b) There is A Small Chance That The Action Occurred, (c) There is A Moderate Chance That The Action Occurred, (d) There is A Reasonably High Chance That The Action Occurred, and (e) There is Very High Chance That The Action Occurred. These items were reverse coded such that high scores on each construct are indicative of higher levels of microaggressions in military units as expressed by the DEOCS respondents. Again, Appendix A contains a copy of the original items that were added to the DEOCS and used in this investigation; the final microaggression scale is presented in Appendix B.

Organizational Commitment. Affective Organizational Commitment was measured using five items from the Subscale 8 of the DEOCS. The reliability coefficient for this construct was 0.81, which was adequate according to Nunnally (1978).

Sexual Discrimination. Sexual harassment was measured using the four items from Subscale 1 of the DEOCS. The alpha was 0.85.

Job Satisfaction. To assess this construct, we used Subscale 7 of the DEOCS, which consisted of six items. The alpha was 0.85.

Organizational Trust. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.86.

Positive Equal Opportunity Behaviors. We measured this construct using the four items from Subscale 3 of the DEOCS. The alpha was 0.90.

Differential Command Behavior Toward Minorities. This construct was measured using Subscale 2 of the DEOCS, which contained four items. The alpha was 0.89.

Racist Behaviors. We measured this construct using the three items from Subscale 4 of the DEOCS. The alpha was 0.90.

Religious Discrimination. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.83.

Age Discrimination. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.89.

Disability Discrimination. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.89.

Micro Aggression. Initially, 10 items were adapted from the instrument developed by Constantine (2007); the writer also created two additional items to assess microaggressive behaviors in military units. The final ten-item scale had an alpha of 0.92.

Work Group Cohesion. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.92.

Work Group Effectiveness. This construct was measured using Subscale 9 of the DEOCS, which contained three items. The alpha was 0.89.

Leadership Cohesion. This construct was measured using Subscale 12 of the DEOCS, which contained three items. The alpha was 0.95.

Participants

The final sample (n = 6816) consisted of DoD personnel who were administered the DEOCS from May 27, 2011 to June 10, 2011. The racioethnic demographics consisted of 64.8 percent Caucasian American, 18.2 percent African–American, 4.5 percent Asian–American, 3.2 percent American–Indian/Alaskan, and 2.8 percent Native Hawaiian/Pacific Islander. On a separate demographic item, 15.5 percent of the sample answered "yes" as to whether they were Hispanic; however, 9.1 percent of these responded also selected one of the previously mentioned racioethnic groups. The sample was over represented with male respondents. Males represented 83.3 percent of the sample. With respect to the organizational description of respondents in this study, all subjects were Active Duty United States Military. Army personnel represented 53.2 percent of the sample; Navy personnel represented 29.7 percent; Marines represented 15.4 percent; Air Force personnel represented .6 percent; and Coast Guard personnel accounted for 1.2 percent of the sample. Enlisted personnel constituted 83.7 percent of the respondents. The officer ranks accounted for 16.3 percent of the sample with Warrant Officers comprising 2.1 percent of that total.

Data Collection

The data was collected online by using the computer system provided by DEOMI for the DEOCS instrument. The survey was active from May 27, 2011 to June 10, 2011. The instrument took approximately 15 minutes to complete. No missing data were present in the sample.

Data Analysis

The researcher created composite scores that were used to develop structural equation models for racioethnic and gender models in the current investigation. The path analysis models were developed using the linear structural relations computer program (LISREL version 6.30; Joreskog & Sorbom, 1993). The covariance matrix was used as input for all structural equation models. Figure 1 provides an illustration of the conceptual model, and Figure 2 contains the nomological network that was evaluated for each of the respective groups in the current research.

Model Fit Assessment

The structural equation modeling literature recommends that analysts use more than one fit index to evaluate the fit of the measurement models (Bollen, 1989; Hair et al., 1998; Kelloway, 1998; Rakov & Marcoulides, 2000). Therefore to evaluate model fit, we employed the following fit indices: Chi-square value, degrees of freedom (dfs), and associated p-value (Hair et al., 1998); Comparative Fit Index (CFI; Bentler & Bonet, 1980); Non-Normed Fit Index (NNFI; Bentler & Bonet, 1980); Root Mean Square Error of Approximation (RMSEA; Steiger, 1990; Steiger & Lind, 1980); Goodness of Fit Index (GFI, Bollen, 1989); and the Normed Fit Index (NFI; Bollen 1989). An acceptable measurement model, according to Kelloway (1998), should have a CFI, GFI, NFI, and NNFI that exceeds 0.90, with values closer to one indicating a better fit. In addition, Steiger (1990) suggests that RMSEA values below 0.10 are indicative of models that have a good fit to the data and values below 0.05 indicate a very good fit to the data; RMSEA values that are below 0.01 indicate an outstanding fit to the data. The aforementioned criteria are used to assess fit for all structural equation models.

Results

Pearson Zero-Order Correlations

The means, standard deviation, intercorrelations, and reliability estimates are shown in Table 6. Sexual discrimination was strongly correlated with age discrimination, religious discrimination, disability discrimination, racist behaviors, and differential command behavior toward minorities with correlations ranging from a low of .62 to a high of .78. Disability discrimination was strongly correlated with age discrimination, differential command treatment of minorities, and religious discrimination with correlations ranging from .51 to .73. As expected job satisfaction, was strongly correlated with work group cohesion, leadership cohesion, and work group effectiveness with correlations ranging from .60 to .64. Microaggression was significantly related to differential command behavior toward minorities, sexual discrimination, racist behaviors, age discrimination, disability discrimination, and religious discrimination with intercorrelations ranging from .45 to .52. All constructs in the model were significantly correlated with each other at the 0.01 level, and issues of multi-collinearity may be of some concern, especially with respect to the exogenous constructs.

Path Analysis Models

The hypothesized model presented in Figure 2 was evaluated across gender and six racioethnic groups: African–American, Asian–American, Caucasian–American, Hispanic–American, American–Indian/Alaskan Native, and Pacific Islander/Native Hawaiian. Also, male and female models were analyzed across this nomological network. Thus, I developed two multi-group models. A path analysis framework was chosen because some racioethnic groups had sample sizes that were less than the actual number of estimated model parameters for a latent variable model and therefore would prevent accurate group comparisons.

The two-step approach to structural equation modeling was employed (Anderson & Gerbing, 1988). First, the measurement model was inspected for satisfactory fit indices. After establishing satisfactory model fit, the structural coefficients were interpreted. Table 7 presents a summary of the model testing procedure for the two multi-group models. As shown in Table 7, the measurement models had acceptable fit indices. That is, the Chi-square statistics were at their minimum; although the p-values were significant, this occurs because the Ch-square value is sensitive to large sample sizes and more likely to be statistically significant. Other fit indices indicate acceptable fit. That is, the GFI was above its recommended threshold level of 0.90 (Hair et al., 1998), and the root mean square error of approximations (RMSEA) were less than 0.08, indicative of an acceptable model (Steiger & Lind, 1980). The Chi-square divided by the degrees of freedom coefficient was less than three, which indicates acceptable model fit (Arbuckle & Wothke, 1995). The CFI, NFI, and NNFI all indicated an acceptable fit of the model to the data.

Taken together, the fit indices for each multi-sample model indicate an acceptable fit of the model to the data. I now turn to a discussion of the structural coefficients for each group.

African American Model

Table 8 contains the structural coefficients for each racioethnic group. The path from trust to microaggression was statistically significant and in a negative direction. Likewise, positive EO behaviors, differential command behavior toward minorities, and racist behaviors significantly influenced microaggression. However, organizational commitment, sexual discrimination, job satisfaction, religious discrimination, age discrimination, and disability discrimination did not influence microaggression in the model. Thus, partial support was

established for Hypothesis 1, which stated that climate factors would influence microaggressive behaviors in military units.

Leadership cohesion was significantly influenced by organizational commitment, sexual discrimination, job satisfaction, and trust; however, positive EO behavior, differential command behavior toward minorities, racist behaviors, religious discrimination, age discrimination, and disability discrimination did not predict leadership cohesion. Partial support was therefore established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was not significant.

Job satisfaction, trust, and positive EO behaviors significantly influenced work group cohesion; thus partial support was established for Hypothesis 3. However, organizational commitment, sexual discrimination, differential command behavior toward minorities, racist behaviors, religious discrimination, age discrimination, and disability discrimination did not influence work group cohesion. The path from microaggression to work group cohesion was significant and in a negative direction, which provides support for Hypothesis 5b.

Work group effectiveness was significantly influenced by job satisfaction, trust, positive EO behavior, racist behaviors, and disability discrimination; thus, partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. Organizational commitment, sexual discrimination, religious discrimination, and age discrimination were not significant predictors of work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path

from work group cohesion to work group effectiveness was significant and in a positive direction.

In structural equation modeling, the squared multiple correlations are roughly equivalent to the R-square values in regression and indicate the variance explained by the model. The squared multiple correlations for microaggression, leadership cohesion, and work group cohesion, and work group effectiveness are presented in Table 8.

American Indian/Alaskan Native Model

The paths from racist behaviors-to-microaggression and positive EO behaviors-to-microaggression were statistically significant. However, the other exogenous variables did not influence microaggression in the American Indian/Alaskan Native model. Partial support was established for Hypothesis 1, which stated that climate factors would influence microaggression.

Leadership cohesion was only influenced by job satisfaction and trust; however, organizational commitment, sexual discrimination, positive EO behavior, differential command behavior toward minorities, racist behaviors, religious discrimination, age discrimination, and disability discrimination did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was not significant.

Job satisfaction, differential command behavior toward minorities, racist behaviors, and disability discrimination significantly influenced work group cohesion; thus partial support was established for Hypothesis 3. However, organizational commitment, sexual discrimination, trust, positive EO behaviors, religious discrimination, and age discrimination did not influence work group cohesion. The path from microaggression to work group cohesion was not significant, which indicates no support for Hypothesis 5b.

Only job satisfaction and positive EO behaviors influenced work group effectiveness. Work group effectiveness was not significantly influenced by organizational commitment, sexual discrimination, differential command behavior toward minorities, racist behaviors, religious discrimination, age discrimination, and disability discrimination; thus, partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was not established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Asian American Model

Only job satisfaction, differential command behavior toward minorities, and racist behaviors predicted microaggression. However, the other exogenous variables did not influence microaggression in the Asian model. Partial support was therefore established for Hypothesis 1, which stated that climate factors would influence microaggression.

Job satisfaction, trust, positive EO behavior, and racist behavior influenced leadership cohesion; however, organizational commitment, sexual discrimination, differential command behavior toward minorities, religious discrimination, age discrimination, and disability discrimination did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was not significant.

Job satisfaction, trust, positive EO behaviors, and disability discrimination influenced work group cohesion; thus partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. However, organizational commitment, sexual discrimination, differential command behavior toward minorities, racist behaviors, religious discrimination, and age discrimination were not significant predictors of work group cohesion. The path from microaggression to work group cohesion was not significant, which indicates no support for Hypothesis 5b.

Job satisfaction, positive EO behavior, age discrimination, and disability discrimination influenced work group effectiveness. Work group effectiveness was not significantly influenced by organizational commitment, sexual discrimination, trust, differential command behavior toward minorities, racist behaviors, and religious discrimination; thus, partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Caucasian American Model

Organizational commitment, sexual discrimination, job satisfaction, positive EO behavior, differential command behavior toward minorities, racist behaviors, religious discrimination, and disability discrimination significantly influenced microaggression. However, trust and age discrimination were not significant predictors of microaggression in the Caucasian model. Partial support was therefore established for Hypothesis 1, which stated that climate factors would influence microaggression.

Organizational commitment, sexual discrimination, job satisfaction, trust, age discrimination, and disability discrimination influenced microaggression. Positive EO behavior, differential command behavior toward minorities, racist behaviors, and religious discrimination did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. Support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was significant and in negative direction.

Organizational commitment, job satisfaction, trust, positive EO behaviors, differential command behavior toward minorities, and religious discrimination influenced work group cohesion; thus partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. However, sexual discrimination, racist behaviors, and age discrimination were not significant predictors of work group cohesion. The path from microaggression to work group cohesion was significant, which indicates support for Hypothesis 5b.

Commitment, job satisfaction, trust, positive EO behavior, differential command behavior toward minorities, and disability discrimination influenced work group effectiveness. Work group effectiveness was not significantly influenced by sexual discrimination, racist behaviors, age discrimination, and religious discrimination; thus, partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Hispanic American Model

Only sexual discrimination, racist behaviors, and disability discrimination influenced microaggression in the Hispanic model. However, organizational commitment, job satisfaction, trusts, positive EO behavior, differential command behavior toward minorities, religious discrimination, and age discrimination were not significant predictors of microaggression. Thus, partial support was established for Hypothesis 1, which stated that climate factors would influence microaggression.

Trust, racist behaviors, and disability discrimination were the only predictors of leadership cohesion. Organizational commitment, sexual discrimination, job satisfaction, positive EO behavior, differential command behavior toward minorities, religious discrimination, and age discrimination did not influence microaggression. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was nonsignificant.

Only sexual discrimination, racist behaviors, and age discrimination influenced microaggression. Organizational commitment, job satisfaction, trust, positive EO behaviors, differential command behavior toward minorities, religious discrimination, and disability discrimination were not predictors of work group cohesion; thus partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. The path from microaggression to work group cohesion was nonsignificant, indicating no support for Hypothesis 5b.

Sexual discrimination and racist behaviors were the only significant predictor of work group effectiveness. The other exogenous variables did not influence work group effectiveness. Partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Pacific Islander/Native Hawaiian Model

Sexual discrimination, racist behaviors, age discrimination, and disability discrimination predicted microaggression in the model. However, organizational commitment, job satisfaction, trust, positive EO behavior, differential command behavior toward minorities, and religious discrimination were not significant predictors of microaggression. Thus, partial support was established for Hypothesis 1, which stated that climate factors would influence microaggression.

Only sexual discrimination, job satisfaction, and trust significantly influenced leadership cohesion. The seven climate factors did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was nonsignificant.

Sexual discrimination, job satisfaction, trust, differential command behavior toward minorities, and racist behaviors significantly influenced work group cohesion. However, commitment, positive EO behavior, religious discrimination, age discrimination, or disability discrimination predicted work group cohesion. Partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. The path from

microaggression to work group cohesion was nonsignificant, indicating no support for Hypothesis 5b.

Job satisfaction, age discrimination, religious discrimination, and disability discrimination influenced work group effectiveness. The other exogenous variables did not influence work group effectiveness. Partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Female Model

Table 9 presents the structural coefficients by gender for the hypothesized model. Job satisfaction, trust, positive EO behavior, differential command behavior toward minorities, racist behaviors, religious discrimination, and age discrimination predicted microaggression in the Female model. However, organizational commitment, sexual discrimination, and disability discrimination were not significant predictors of microaggression. Thus, partial support was established for Hypothesis 1, which stated that climate factors would influence microaggression.

Commitment, sexual discrimination, job satisfaction, trust, and racist behaviors significantly influenced leadership cohesion. The other climate factors did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. Support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was significant and in a negative direction.

Sexual discrimination, job satisfaction, trust, and positive EO significantly influenced work group cohesion. However, commitment, differential command behavior toward minorities, racist behaviors, religious discrimination, age discrimination, and disability discrimination did not influence work group cohesion. Partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. The path from microaggression to work group cohesion was significant and in a negative direction, indicating support for Hypothesis 5b.

Sexual discrimination, job satisfaction, trust, positive EO behavior, and religious discrimination influenced work group effectiveness. The other exogenous variables did not influence work group effectiveness. Partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Male Model

Positive EO behavior, differential command behavior toward minorities, racist behaviors, religious discrimination, disability discrimination, and age discrimination predicted microaggression in the male model. However, commitment, sexual discrimination, job satisfaction, and trust were not significant predictors of microaggression. Thus, partial support was established for Hypothesis 1, which stated that climate factors would influence microaggression.

Commitment, job satisfaction, trust, and religious discrimination significantly influenced leadership cohesion. The other climate factors did not predict leadership cohesion. Thus, partial support was established for Hypothesis 2, which stated that climate factors would influence leadership cohesion. No support was established for Hypothesis 5a because the path from microaggression to leadership cohesion was nonsignificant.

Job satisfaction, trust, positive EO behaviors, and differential command behavior toward minorities significantly influenced work group cohesion. However, commitment, sexual discrimination, racist behaviors, religious discrimination, age discrimination, and disability discrimination did not influence work group cohesion. Partial support was established for Hypothesis 3, which stated that climate factors would influence work group cohesion. The path from microaggression to work group cohesion was significant and in a negative direction, indicating support for Hypothesis 5b.

Sexual discrimination, job satisfaction, positive EO behavior, and disability discrimination influenced work group effectiveness. The other exogenous variables did not influence work group effectiveness. Partial support was established for Hypothesis 4, which stated that climate factors would influence work group effectiveness. No support was established for Hypothesis 5c because the path from microaggression to work group effectiveness was not significant. Support was established for Hypothesis 6 because the path from work group cohesion to work group effectiveness was significant and in a positive direction.

Mediation Tests

Since the seminal article of Baron and Kenny (1986), mediation scholars (Brown, 1997; MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002) now advance that structural equation

modeling is the preferred method for testing mediation relationships. MacKinnon et al. (2002) found the distribution of products test to be the most reliable approach for assessing mediation effects because it maintains adequate statistical power and an accurate Type I error rate. The distributions of products test for mediation entails the translation of each structural coefficient that constitutes a possible mediating relationship into a z-score by dividing each unstandardized coefficient by its individual standard error and then finding the product of the two z-scores that make up the specific intervening effects.

The current investigation employed the distribution of products test to assess the potential mediation effect of microaggression on the climate factors endogenous variable relationship conceptualized in Figures 1 and 2. Next, the mediation testing results are discussed for each gender and racioethnic group. Tables 10 and 11 present the results of the mediation analysis for each gender and racioethnic models.

Gender Model

As shown in Table 10, microaggressive behavior in military units mediated the organizational climate factors-work group effectiveness behavior in the female model. That is, microaggression mediated the relationship between the endogenous variable, work group effectiveness and organizational commitment, sexual discrimination, job satisfaction, trust, positive EO behavior, and religious discrimination; microaggression did not mediate the relationship between work group effectiveness and differential command behavior toward minorities, racist behavior, age discrimination, and disability discrimination. That is, improving the organizational climate can lead to higher work group effectiveness, specifically by addressing the microaggressive behavior in military units. In contrast, for males, microaggressive behavior mediated the relationship between work group effectiveness and

sexual discrimination, job satisfaction, positive EO behavior, and disability discrimination; but microaggression failed to mediate the relationship between work group effectiveness and commitment, trust, differential command behavior toward minorities, racist behavior, religious discrimination, and age discrimination.

For females, microaggression mediated the relationship between work group cohesion and commitment, sexual discrimination, job satisfaction, trust, positive EO behavior, differential command attitude toward minorities, racist behavior, religious discrimination, and disability discrimination; however, microaggression did mediate the relationship between work group cohesion and age discrimination. Similar to the female group, in how males microaggression mediated the relationship between work group cohesion and sexual discrimination, job satisfaction, trust, positive EO behavior, differential command attitude toward minorities, racist behavior, religious discrimination, age discrimination, and disability discrimination; however, microaggressive behavior did not mediate the commitment-work group cohesion relationship.

Microaggression did mediate the relationship between leadership cohesion and commitment, sexual discrimination, job satisfaction, trust, positive EO behavior, and racist behavior for females. In the male model, microaggressive behavior only mediated the job satisfaction–leadership cohesion relationship. Thus, partial support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors–outcome variables relationships in the models.

American Indian/Alaskan Native Model

As presented in Table 11, microaggression only mediated the relationship between work group effectiveness and job satisfaction and positive EO behaviors in the American Indian/Alaskan Native group; however, microaggressive behavior did not mediate the

relationship between work group effectiveness and the remaining eight predictors in the American Indian/Alaskan Native model. Thus, perhaps the best way to improve the performance in military units is to decrease microaggressive behavior. Microaggression did mediate the climate factors–work group cohesion relationship. Only the job satisfaction–work group cohesion relationship was mediated by microaggression in this model. In contrast, microaggressive behavior mediated the relationship between leadership cohesion and commitment, job satisfaction, trust, and disability discrimination. Support was therefore established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors–outcome variables relationships in the models.

Asian American Model

Microaggression mediated the relationship between work group effectiveness and job satisfaction, trust, age discrimination, and disability discrimination; microaggression did not mediate the relationship between work group effectiveness and commitment, sexual discrimination, positive EO behavior, differential command behavior toward minorities, racist behavior, and religious discrimination. In contrast, microaggressive behavior only mediated the relationship between work group cohesion and job satisfaction in the Asian model. Microaggression did mediate the relationship between leadership cohesion and job satisfaction and trust. Thus, partial support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors–outcome variables relationships in the models.

African American Model

Microaggressive behavior did mediate the relationship between work group effectiveness and job satisfaction, trust, positive EO behavior, racist behavior, and disability discrimination;

however, microaggression did not mediate the relationship between work group effectiveness and commitment, sexual discrimination, differential command behavior toward minorities, religious discrimination, and age discrimination. In addition, microaggression mediated the relationship between work group cohesion and sexual discrimination, job satisfaction, trust, positive EO behavior, differential command behavior toward minorities, racist behavior, and disability discrimination; microaggression did not mediate the relationship between work group cohesion and commitment, religious discrimination, and age discrimination. Microaggression mediated the relationship only between leadership cohesion and commitment, job satisfaction, and trust. Thus, partial support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors-outcome variables relationships in the models.

Hispanic American Model

Microaggression only mediated the relationship between work group effectiveness and job satisfaction. Microaggressive behavior did mediate the relationship between work group cohesion and organizational commitment, sexual discrimination, job satisfaction, trust, positive EO behavior, and religious discrimination, racist behavior, religious discrimination, and age discrimination; however microaggression did not mediate the relationship between work group cohesion and differential command behavior toward minorities and disability discrimination. Microaggression mediated the relationship between leadership cohesion and commitment, job satisfaction, and trust; it did not mediate the relationship between leadership cohesion and sexual discrimination, positive EO behavior, differential command behavior toward minorities, racist behavior, religious discrimination, age discrimination and disability discrimination. Thus, partial

support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors-outcome variables relationships in the models.

Pacific Islander/Native Hawaiian Model

Microaggressive behavior in military units did not mediate the relationship between any climate factors and work group effectiveness. In addition, microaggression only mediated the relationship between work group cohesion and job satisfaction and trust; microaggression did not mediate the relationship between work group cohesion and organizational commitment, sexual discrimination, positive EO behavior, differential command behavior toward minorities, racist behavior, age discrimination, disability discrimination, and religious discrimination. Similarly, microaggression only mediated the relationship between leadership cohesion and job satisfaction and trust; mediation was not established for any of the other climate factors–leadership cohesion relationships. Thus, partial support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors–outcome variables relationships in the models.

Caucasian American Model

Microaggression mediated the relationship between work group effectiveness and job satisfaction, positive EO behavior, and differential command behavior toward minorities; however, microaggressive behavior did not mediate the relationship between work group effectiveness and organizational commitment, sexual discrimination, trust, racist behavior, religious discrimination, age discrimination, and disability discrimination. Further, microaggression mediated the relationship between work group cohesion and all climate factors except age discrimination in Caucasian group. Microaggression also mediated the relationship between leadership cohesion and organizational commitment, sexual discrimination, job

satisfaction, trust, racist behavior, religious discrimination, age discrimination, and disability discrimination; it did not mediate the relationship between leadership cohesion and positive EO behaviors and differential command behavior toward minorities. Thus, partial support was established for Hypotheses 7, 8, and 9, which stated that microaggression would mediate the organizational climate factors-outcome variables relationships in the models.

In summary, the mediation test results indicate that microaggression does indeed mediate some of the climate factors–outcome variables relationships in these models. Microaggression, therefore, appears to be an important variable in terms of determining why, for example, high levels of unit job satisfaction result in increased work group effectiveness. Indeed, it is important to note whether these performance improvements are because of a reduction in microaggressive behaviors or some other intervening variable.

Discussion

This investigation developed a microaggression scale to measure these unwanted behaviors in military units. Furthermore, this study examined the relationship between microaggression and the organizational climate factors on the DEOCS. Racioethnic and gender differences were tested using the hypothesized model in Figure 2. The results of the analysis lend support to the conjectured relationships advanced in the conceptual model that climate factors would influence microaggression, leadership cohesion, work group cohesion, and work group effectiveness across gender and racioethnic groups. Moreover, microaggressions in military units were found to mediate the climate factors–outcome measures relationship in all models. Overall, the models were generally adequate in that R-square values ranged from 34 to 62 percent across the eight models. The hypotheses had varying levels of support when

examining results of the model testing across the multi-group framework. The next section discusses the exogenous variables and their predictors.

Before discussing the main findings, it seems appropriate to note that preliminary results indicate that the microaggression scale is a reliable instrument with an acceptable internal consistency coefficient of .92 and other initial psychometric properties that were well above the established thresholds recommended by Fornell and Larcker (1981). The instrument from which these items were adapted had an acceptable alpha ($\alpha = .73$), but this new instrument is arguably better at assessing microaggressive behavior in military units. In addition, the microaggression scale developed in this study demonstrated acceptable face, convergent, and construct validity, and the scale indicated the appropriate correlations with organizational climate factors to include job satisfaction, sexual discrimination, organizational commitment, and unit performance. The next section of this report discusses the findings within the context of the outcome variables and across racioethnic and gender groups.

Microaggression

As expected, and consistent with the literature (Brown, 2010), in the American Indian/Native Alaskan Model 2 climate factors, positive EO behaviors and racist behavior, influenced microaggressive behavior in military units. For Asians, only three climate factors influenced microaggression in military units: job satisfaction, differential command behavior toward minorities, and racist behavior. Sexual discrimination, racist behavior, age discrimination, and disability discrimination predicted microaggression in the Pacific Island/Native Hawaiian model. For Hispanics, sexual discrimination, racist behavior, and disability discrimination predicted microaggressive behavior. Microaggression was influenced by trust, positive EO behaviors, differential command behavior toward minorities, and racist

behavior in the black model. For whites, organizational commitment, sexual discrimination, job satisfaction, positive EO behaviors, differential command behavior toward minorities, racist behavior, religious discrimination, and disability discrimination predicted microaggression. Racist behavior is a salient predictor of microaggression and was significant in each racioethnic model, which underscores the importance of eradicating racist behaviors in military units. In three racioethnic groups (Asian, black, and white), differential command behavior toward minorities was a significant predictor of microaggressive behavior in military units; again, this finding indicates that military unit leaders should not appear to favor one racial group over another. Positive EO behaviors influenced microaggression in three racioethnic models (American–Indian, black, and white). Likewise, disability discrimination significantly influenced microaggressive behavior in the Hispanic, Pacific Islander/Native Hawaiian models.

Positive EO behaviors, differential command behavior toward minorities, racist behavior, religious discrimination, and age discrimination predicted microaggression in both male and female models. However, job satisfaction and trust were predictors of microaggression in only the female group, whereas disability discrimination predicted microaggression in only the male group. Identical to the racioethnic group findings, racist behavior was also a salient predictor of microaggressive behavior in military units.

Work Group Cohesion

Job satisfaction, differential command behavior toward minorities, racist behavior, and disability discrimination predicted work group cohesion in the American Indian/Native Alaskan model. In Asians, job satisfaction, trust, positive EO behaviors, and disability discrimination influenced microaggression. In the Pacific Islander/Native Hawaiian model, Sexual discrimination, job satisfaction, trust, differential command behavior toward minorities, and

racist behavior predicted work group cohesion. Sexual discrimination, racist behavior, and age discrimination predicted work group cohesion in the Hispanic model. Work group cohesion was influenced by job satisfaction, trust, positive EO behaviors, and microaggression in the black model. For whites, organizational commitment, job satisfaction, trust, positive EO behaviors, differential command behavior toward minorities, religious discrimination, and microaggression predicted work group cohesion. Job satisfaction was an important predictor of work group cohesion because it was significant in all groups except for Hispanics. In three groups (American–Indian/Native Alaskan, Hispanic, and Pacific Islander/Native Hawaiian), racist behavior was a significant predictor of work group cohesion in military units. For American–Indians, Pacific Islanders, and whites, differential command behavior toward minorities predicted work group cohesion in military units.

Some common themes in the gender models were as follows. Job satisfaction, trust, positive EO behaviors, and microaggression predicted work group cohesion in both male and female models. However, sexual discrimination was a significant predictor of work group cohesion in only the female group whereas differential command behavior toward minorities was only a predictor of work group cohesion in the male group. Further, it is important to note that microaggression was a significant predictor of work group cohesion in both models, indicating the important role of these destructive behaviors in military units.

Work Group Effectiveness

The common findings across racioethnic groups for work group effectiveness discussion follows. Job satisfaction significantly predicted work group effectiveness in all racioethnic models except for Hispanics. Positive EO behaviors influenced work group findings for American–Indians, Asians, blacks, and whites. Disability discrimination was a significant

predictor of work group effectiveness in four groups (Asian, black, Pacific Islander, and whites). In all models, work group cohesion significantly predicted work group effectiveness, emphasizing the criticality of a cohesive military unit to accomplishing its mission.

With respect to the gender models, sexual discrimination, job satisfaction, positive EO behaviors, and work group cohesion predicted work group effectiveness in both male and female models. Religious discrimination influenced work group effectiveness in females whereas disability discrimination predicted effectiveness in males. The saliency of work group cohesion as a predictor of work group effectiveness also was illuminated in the gender group findings and consistent with previous research (Brown, 2010).

Leadership Cohesion

Trust was a salient predictor of leadership cohesion in all racioethnic groups, indicating the important faith that rank-and-file military members place in their leaders. Job satisfaction was another important predictor of leadership cohesion because it was significant for all groups except for Hispanics. Sexual discrimination influenced leadership cohesion in three groups, namely blacks, Pacific Islanders, and whites. However, microaggression was a significant predictor of leadership cohesion in only the White group.

Some themes in the gender models were as follows. Organizational commitment, job satisfaction, and trust predicted leadership cohesion in both male and female models. Microaggression was a significant predictor of leadership cohesion in only the female model, indicating that females may give more importance to this indicator when assessing whether their leaders are united to accomplish the mission. Sexual discrimination and racist behavior were significant predictors of leadership cohesion only in the female model, whereas religious discrimination was a significant predictor of leadership cohesion only in the male model.

In summary, these findings were consistent with previous research in this area (Brown, 2010). The most consistent theme across these findings is that racist behavior was a salient predictor of microaggression for all groups. Further, job satisfaction was a salient predictor of work group cohesion, leadership cohesion, and work group effectiveness in the overwhelming majority of gender and racioethnic groups. Trust was a salient predictor of leadership cohesion in all groups as well. Work group cohesion predicted work group effectiveness in all models, indicating the importance of cohesive units to organizational performance. Microaggression was a significant predictor of work group cohesion for females, and it predicted leadership cohesion for only this group. Sexual discrimination was an important predictor of leadership cohesion for females—but not for males. Indeed, these findings underscore the important links between racist behavior and climate factors in military units and the nexus between microaggression and the dispositional constructs measured by the DEOCS. Hence, reducing racist and microaggressive behaviors military units may have a salutary effect on organizational climate. According to these findings, ameliorating microaggressive and racist behaviors in the military may have a positive impact on both organizational climate and effectiveness.

Conclusion

The purpose of this research is to investigate microaggression and organizational climate factors in military units. This research also attempts to develop a reliable instrument to assess microaggressive behavior in military units. Findings include the development of the microaggression scale that has acceptable psychometric properties to include an internal consistency estimate of .92. Using structural equation models to evaluate the hypotheses, racioethnic and gender models were tested using the hypothesized model in Figure 2. The results of the analysis lend support to the conjectured relationships advanced in the conceptual model

that climate factors would influence microaggression, leadership cohesion, work group cohesion, and work group effectiveness across gender and racioethnic groups. Moreover, microaggression in military units was found to mediate the climate factors–outcome measures relationship in all models. Overall, the models were adequate in that R-square values ranged from 34 to 62 percent across the eight models. The hypotheses had varying levels of support when examining results of the model testing across the multi-group framework.

These findings advance the existing body of knowledge because for the first time this research develops a measure to assess microaggressive behaviors in military units and examines its relationship with organizational climate factors on the DEOCS. Another contribution of this research is that it attempted to determine the antecedents of microaggression, leadership cohesion, work group cohesion, and work group effectiveness. These findings may be used by commanders to improve unit climate and performance because reducing microaggressive and racist behaviors may lead to increased levels of unit cohesion, unit effectiveness, and an improved work environment for military personnel. It also appears that reducing these behaviors in the workplace would provide a more positive climate for females as well, since microaggressive and racist behaviors predicted leadership cohesion and unit cohesion in the female model.

The current research, like most empirical studies, did have some limitations. First, subsamples for some of the racioethnic groups were small in comparison to others, which may influence power and the stability of the structural coefficients. Army personnel represented 53.2 percent of the sample, so these findings may not be generalizable to all branches of the military service. In addition, another limitation of the study was that all data were collected via self–

report measures, which may lead to the problem of common method bias and inflated predictive relationships.

Suggestions for Future Research

A future area of inquiry would be to assess the predicted criterion-related validity of the microaggression scale. Another area of future research is to compare civilian DoD employees to their military counterparts. The nomological network in Figure 2 should be evaluated with actual performance outcomes as measured by military unit citations and accommodations. Another interesting research avenue would be to compare the responses of enlisted members and officers can be compared to determine group differences, if any. Comparing senior enlisted to junior enlisted may shed light on how this model behaves across ranks. I also believe that longitudinal designs are needed to examine the behavior of these constructs over time.

Recommendations

The following recommendations are suggested to improve the climate of military commands in the Department of Defense.

Recommendation Number One

The first recommendation is that the DEOCS instrument includes several items to measure microaggression in military units. Moreover, commanders are encouraged to support EO and diversity-training programs that seek to improve the military climate.

Recommendation Number Two

Department of Defense personnel need to become aware of racial microaggressions and their harmful effect on employee confidence, productivity, mission readiness, and other unit indicators (Pierce, 1995). Brief training materials (see Appendix C) are needed to quickly familiarize military personnel with these insidious and unwelcome behaviors to stop them from

occurring. For instance, at the next all hands meeting, Appendix C could be distributed and discussed in 10 minutes to increase awareness of microaggressive behaviors. The first step is to recognize microaggressive behaviors. Indeed, hurtful and offensive remarks and behaviors do not belong in the workplace and are detrimental to good order and discipline, a staple of military life.

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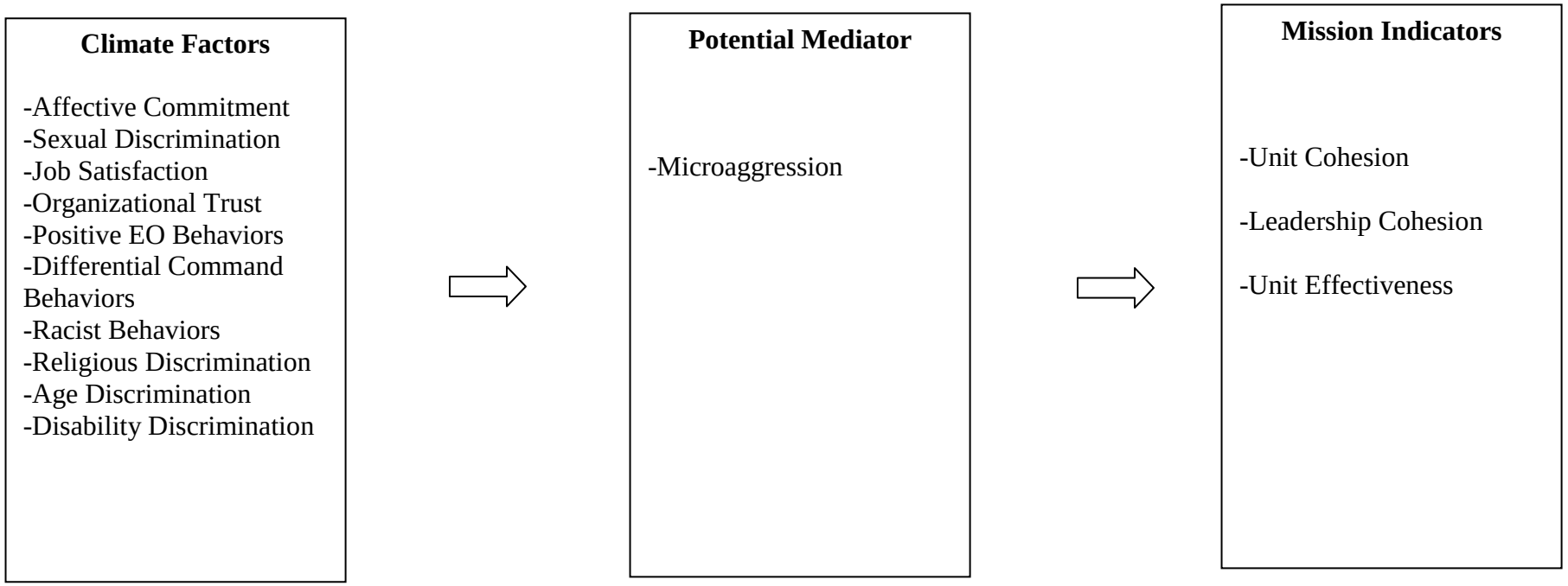

*Figure 1***.** The Conceptual Model.

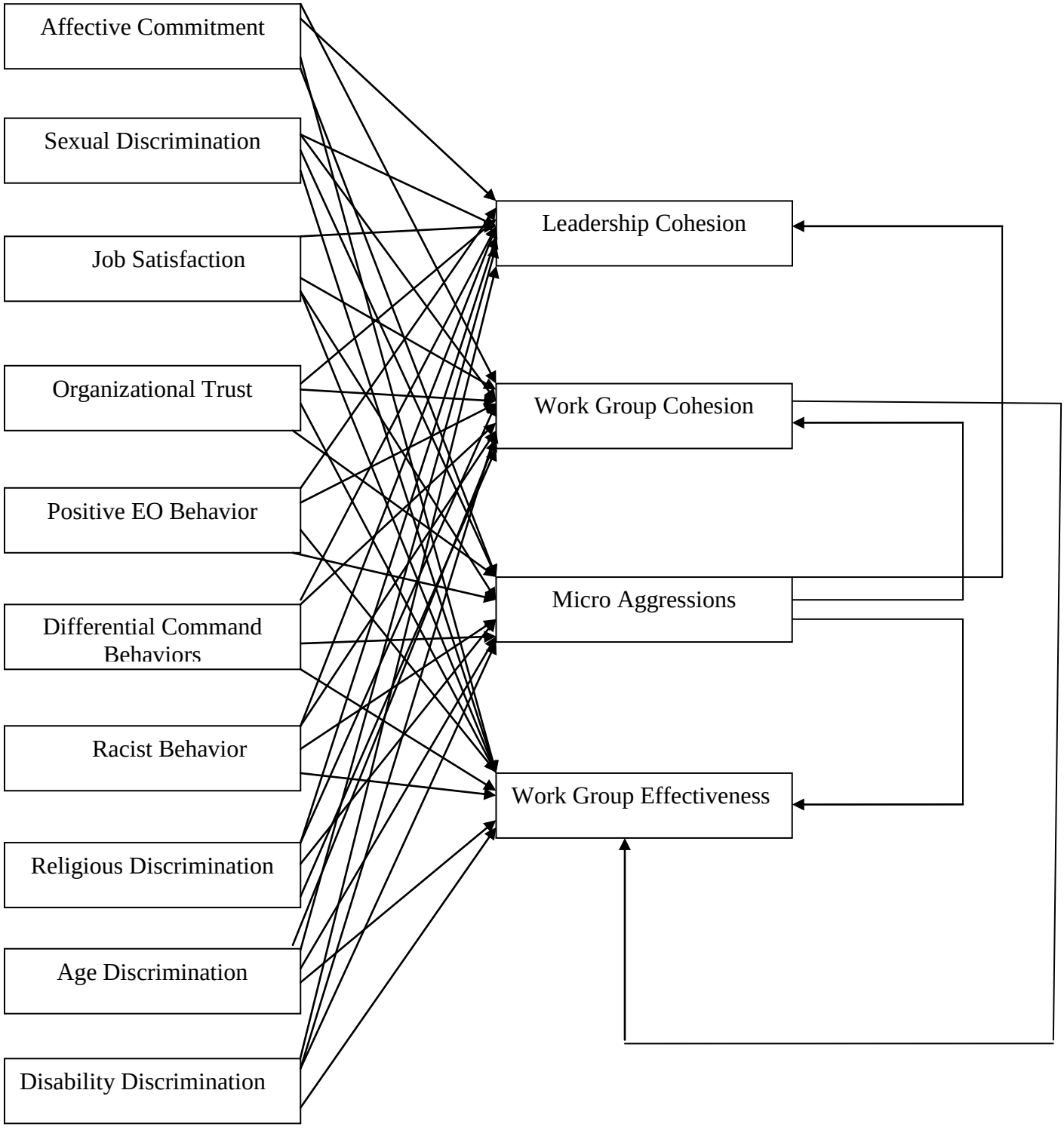

Figure 2: Hypothesized Model.

Table 1

Subscales of the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS).

Subscales
Sexual Harassment/Sex Discrimination: Perceptions of how extensively sexual harassment and sex discrimination, such as sexist jokes or sexually suggestive language, are thought to occur in the organization.*
Differential Command Behavior Toward Minorities: Perceptions of differential treatment on the basis of race/ethnicity.*
Positive Equal Opportunity Behaviors: Estimates of how well majority and minority members get along in the unit, and are integrated in the unit's functioning.*
Racist Behaviors: This factor reflects perceptions of racist behaviors such as racial name calling and telling racist jokes.*
Religious Discrimination: Perceptions of whether people are discriminated against because of their religion.*
Age Discrimination: Perceptions of whether people are discriminated against because of their age.*
Disability Discrimination: Perceptions of whether people are discriminated against because of their disability.*
Organizational Commitment: Measures "bonding" to the organization and reflects how much the respondent identifies with the organization, and would like to remain in it.**
Trust in the Organization: An indicator of how people perceive the organization as a place where people trust and care for each other.**
Perceived Work Group Effectiveness: Reflects the degree to which the respondent's unit is seen as productive and effective in accomplishing its mission.**
Work Group Cohesion: A measure of how well groups work together, pull together on projects, and care for and trust each other.**
Leadership Cohesion: Similar to work group cohesion, but focused on how members perceive how well leaders work together.**
Job Satisfaction: Indicates how satisfied respondents are in their current job. ***

Source: DEOMI Directorate of Research, October 15, 2009.
Response Format:
*Very High Chance (1) to Almost No Chance (5)
** Totally Agree (1) to Totally Disagree (5)
***Very Satisfied (1) to Very Dissatisfied (5)

Table 2

EFA of Validation Sample and Factor Loadings for the Micro Aggression Scale.

Item	Loading
1. Individuals in my unit avoid discussing or addressing cultural issues.	.582
2. Individuals in my unit are sometimes insensitive about my cultural group when trying to understand me.	.801
3. Individuals in my unit deny having any cultural biases or stereotypes.	.473*
4. Individuals in my unit think that I am overly sensitive about cultural issues.	.800
5. Individuals in my unit seem to have stereo types about my cultural group, even if they do not express them directly.	.818
6. Individuals in my unit underestimate my capabilities and strengths based on my cultural group membership.	.809
7. Individuals in my unit seem unaware of the realities of race and racism.	.677
8. Individuals in my unit offer career advice that is based on my cultural group membership.	.590
9. Individuals in my unit minimize the importance of cultural issues in the military.	.663
10. Individuals in my unit make remarks that indicate they believe that other racial groups are not as smart.	.822
11. Individuals in my unit appear to be afraid of me because of my cultural group membership.	.775
12. At least one individual in my unit has said "Everyone can succeed in this society if they work hard enough.	.001*

Model Fit

[χ^2 = 124.315 (35) p= 092, RMSEA= .062, GFI= .94, CFI= .96, NFI= .96]

[1]Statistics are based on a random sample of 3408 respondents.
*Items Deleted Due to Low Loading (< .50): 3 and 12.

Table 3

Average Variance Extracted and Construct Reliability for the Validation Sample.

Item	Loading*	T-value	AVE	CR
1	.582	39.79	.560	.926
2	.801	35.47		
4	.800	35.88		
5	.818	35.91		
6	.809	35.67		
7	.767	35.29		
8	.590	28.51		
9	.663	32.63		
10	.822	34.21		
11	.775	30.68		

Statistics are based on a random sample of 3408 respondents. *Standardized loadings.

Table 4

CFA of Holdout Sample and Factor Loadings for the Micro Aggression Scale.

Item	Loading
1. Individuals in my unit avoid discussing or addressing cultural issues.	.587
2. Individuals in my unit are sometimes insensitive about my cultural group when trying to understand me.	.821
3. Individuals in my unit deny having any cultural biases or stereotypes.	.470*
4. Individuals in my unit think that I am overly sensitive about cultural issues.	.808
5. Individuals in my unit seem to have stereo types about my cultural group, even if they do not express them directly.	.817
6. Individuals in my unit underestimate my capabilities and strengths based on my cultural group membership.	.799
7. Individuals in my unit seem unaware of the realities of race and racism.	.735
8. Individuals in my unit offer career advice that is based on my cultural group membership.	.628
9. Individuals in my unit minimize the importance of cultural issues in the military.	.668
10. Individuals in my unit make remarks that indicate they believe that other racial groups are not as smart.	.813
11. Individuals in my unit appear to be afraid of me because of my cultural group membership.	.785
12. At least one individual in my unit has said "Everyone can succeed in this society if they work hard enough.	.007*

Model Fit

[χ^2 = 103.108 (35) p= .174, RMSEA= .047, GFI= .97, CFI= .98, NFI= .98]

[1]Statistics are based on a random sample of 3408 respondents.
*Items Deleted Due to Low Loading (< .50): 3 and 12.

Table 5

Average Variance Extracted and Construct Reliability for the Holdout Sample.

Item	Loading*	T-value	AVE	CR
1	.587	20.81	.564	.927
2	.821	39.51		
4	.808	35.32		
5	.817	35.56		
6	.799	35.27		
7	.735	35.94		
8	.628	29.03		
9	.668	33.74		
10	.813	35.81		
11	.785	33.63		

Statistics are based on a random sample of 3408 respondents. *Standardized loadings.

Table 6

Means, Standard Deviations, Zero-Order Correlations and Reliability Estimates.

Variable[a]	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. MiAgr	09.48	4.92	(.92)													
2. WGCoh	15.50	3.97	-.34*	(.92)												
3. WGeff	16.20	3.59	-.29*	.72*	(.89)											
4. LeadCoh	13.85	4.48	.31*	.59*	.49*	(.95)										
5. AffCmt	16.83	5.04	.37*	.49*	.42*	.64*	(.81)									
6. SexDisc	07.55	3.71	.50*	-.34*	-.29*	-.40*	-.43*	(.85)								
7. JobSat	18.97	4.46	-.32*	.64*	.60*	.63*	.61*	-.35*	(.85)							
8. Trust	10.12	3.23	-.33*	.57*	.49*	.73*	.74*	-.39*	.64*	(.86)						
9. PoEObe	16.07	4.04	-.22*	.28*	.30*	.20*	.23*	-.08*	.25*	.22*	(.90)					
10. DiffCmd	06.14	3.19	.52*	-.34*	-.32*	-.34*	-.37*	.64*	-.32*	-.34*	-.25*	(.89)				
11. RaceBeh	6.56	3.31	.47*	-.30*	-.24*	-.35*	-.40*	.78*	-.31*	-.35*	-.03*	.51*	(.90)			
12. RelDisc	04.70	2.42	.50*	-.31*	-.29*	-.34*	-.36*	.74*	-.34*	-.32*	-.15*	.69*	.61*	(.83)		
13. AgeDisc	05.12	2.77	.45*	-.30*	-.27*	-.35*	-.37*	.65*	-.32*	-.34*	-.14*	.66*	.51*	.69*	(.89)	
14. DisbDisc	04.81	2.56	.46*	-.29*	-.29*	-.30*	-.35*	.62*	-.31*	-.29*	-.16*	.67*	.51*	.69*	.73*	(.87)

[a] n = 6816; Reliability estimates are on the diagonals in parentheses. *All correlations significant, $p < .01$.
MiAgr = Micro Aggression, WGCoh = Work Group Cohesion, WGeff = Work Group Effectiveness, LeadCoh = Leadership Cohesion, AffCmt = Affective Organizational Commitment, SexDisc = Sexual Discrimination, JobSat = Job Satisfaction, Trust = Organizational Trust, PosEObe = Positive EO Behaviors, DiffCmd = Differential Command Behavior Towards Minorities, RacBehs = Racist Behavior, RelDisc = Religious Discrimination, AgeDisc = Age Discrimination, DisbDisc = Disability Discrimination.

Table 7

Fit Indices for the Measurement Models.[1]

Model	χ^2(df)	p-value	χ^2/df	RMSEA	GFI	NNFI	NFI	CFI
Race	49.587(63)	0.891	.787	.027	1.000	1.000	0.999	1.000
Gender	39.754(25)	0.093	1.590	.023	0.995	0.994	0.998	0.999
Hispanic	04.387(12)	0.975	.366	.015	0.999	1.006	1.000	1.000

[1]Statistics are based on a sample of 6816 respondents [American Indian/Alaskan Native, n=216; Asian, n= 304; Black, n=1241; Native Hawaiian/ Pacific Islander, n=193; White, n= 4415; Hispanic, n= 1056;]. Female, n=1138 and Male n=5678.

RMSEA = Root mean square error of approximation.
GFI = Goodness-of-fit index
NNFI = Non-Normed Fit index
NFI = Normed Fit index
CFI = Comparative Fit index
df = Degrees of freedom

Table 8

Unstandardized Structural Coefficients by Race for the Model.[1]

Parameter	(White)	(Black)	(Hispanic)	(Asian)	(AIndian)	(PIslander)		SMC	
Microaggression[2]									
Affective Commitment	-.05*	-.04	-.01	-.11	-.01	-.05	White	= 36%	
Sexual Discrimination	.09*	.03	.11*	.12	.04	.37*	Black	= 53%	
Job Satisfaction	-.06*	-.06	-.01	-.23*	-.05	-.04	Hispanic	= 36%	
Trust	-.04	-.16*	-.00	-.01	-.15	-.27	Asian	= 53%	
Positive EO Behavior	.12*	-.10*	-.01	-.07	-.21*	-.01	A. Indian	= 39%	
Differential Command	.27*	.24*	.01	.23*	.20	.06	P. Islander	= 34%	
Racist Behavior	.14*	.45*	.20*	.32*	.27*	.42*			
Religious Discrimination	.25*	.16	.04	.16	.24	.01			
Age Discrimination	.05	.11	.01	.16	.29	.43*			
Disability Discrimination	.21*	.01	.09*	.01	.01	.44*			
Work Group Cohesion[2]									
Affective Commitment	.07*	.01	.00	.01	.02	.06	White	= 51%	
Sexual Discrimination	-.04	-.03	-.07*	-.14	-.07	-.24*	Black	= 45%	
Job Satisfaction	.37*	.31*	.02	.30*	.32*	.41*	Hispanic	= 53%	
Trust	.19*	.17*	.03	.34*	.11	.31*	Asian	= 45%	
Positive EO Behavior	.10*	.07*	.03	.08*	.09	.01	A. Indian	= 44%	
Differential Command	-.05*	-.03	-.03	-.14	-.27*	-.17*	P. Islander	= 50%	
Racist Behavior	-.01	-.04	-.13*	-.08	-.35*	-.21*			
Religious Discrimination	-.08*	-.01	-.02	-.17	-.01	-.13			
Age Discrimination	-.01	-.02	-.07*	-.17	-.03	-.04			
Disability Discrimination	-.04	-.10	-.01	-.29*	-.28*	-.21			
Microaggression	-.06*	-.06*	-.03	-.01	-.02	-.03			

[1]Statistics are based on a sample of 6816 [Whites, n= 4915; Blacks, n=1241; Hispanics, n= 1056; Asian, n= 304; American Indians/Native Alaskans, n=216; Pacific Islanders/Native Hawaiians, n=193]). [2]These are the endogenous or dependent variables in the model; the exogenous variables are listed underneath. *$p < 0.05$.

Table 8

Unstandardized Structural Coefficients by Race for the Model.[1] *Continued*

Parameter	(White)	(Black)	(Hispanic)	(Asian)	(AIndian)	(PIslander)	SMC	
Work Group Effectiveness[2]								
Affective Commitment	.05*	.04	.02	.05	.01	.02	White	= 56%
Sexual Discrimination	-.03	-.01	-.08*	-.01	-.01	-.01	Black	= 58%
Job Satisfaction	.16*	.24*	.04	.15*	.13*	.16*	Hispanic	= 56%
Trust	.04*	.13*	.04	.06	.03	.04	Asian	= 58%
Positive EO Behavior	.07*	.06*	.03	.09*	.11*	.02	A. Indian	= 56%
Differential Command	-.06*	-.02	-.02	-.04	-.14	-.06	P. Islander	= 62%
Racist Behavior	-.01	-.09*	-.10*	-.07	-.05	-.02		
Religious Discrimination	-.01	-.01	-.01	-.08	-.03	-.19*		
Age Discrimination	-.01	-.02	-.04	-.24*	-.07	-.23*		
Disability Discrimination	-.06*	-.12*	-.02	-.24*	-.01	-.20*		
Microaggression	-.01	-.01	-.01	-.03	-.03	-.01		
Work Group Cohesion	.50*	.40*	.41*	.51*	.45*	.43*		
Leadership Cohesion[2]								
Affective Commitment	.12*	.13*	.01	.07	.10	.12	White	= 61%
Sexual Discrimination	-.14*	-.09*	-.03	-.04	-.02	-.23*	Black	= 60%
Job Satisfaction	.22*	.23*	.02	.25*	.15*	.24*	Hispanic	= 58%
Trust	.64*	.60*	.05*	.60*	.60*	.51*	Asian	= 60%
Positive EO Behavior	.01	.02	.02	.08*	.02	.02	A. Indian	= 56%
Differential Command	-.01	-.02	-.03	-.01	-.07	-.05	P. Islander	= 64%
Racist Behavior	- .03	-.01	.67*	-.18*	-.03	-.01		
Religious Discrimination	-.04	-.04	-.02	-.05	-.04	-.07		
Age Discrimination	-.07*	-.04	-.04	-.16	-.05	-.08		
Disability Discrimination	-.08*	-.01	-.05*	-.15	-.23	-.06		
Microaggression	-.03*	-.01	-.01	-.04	-.06	-.11		

Table 9

Unstandardized Structural Coefficients by Gender for the Model.[1]

Parameter	(Males)[3]	(Females)[3]	SMC
Microaggression[2]			
Affective Commitment	-.05(-1.53)	-.02(.55)	Males = 39%
Sexual Discrimination	-.05(-.94)	-.05(-.99)	Females = 37.8%
Job Satisfaction	-.02(.66)	.08(-2.42)*	
Trust	-.07(-1.37)	-.17(-2.97)*	
Positive EO Behavior	-.11(3.58)*	-.17(5.47)*	
Differential Command	.23(4.13)*	.19(3.44)*	
Racist Behavior	.25(4.60)*	.39(7.07)*	
Religious Discrimination	.22(2.57)*	.21(2.59)*	
Age Discrimination	.15(2.15)*	.16(2.55)*	
Disability Discrimination	.21(2.95)*	.14(1.90)	
Work Group Cohesion[2]			
Affective Commitment	.01(.43)	.02(.72)	Males = 45.6%
Sexual Discrimination	-.07(-1.55)	-.09(-2.12)*	Females = 42.3%
Job Satisfaction	.41(14.88)*	.32(11.69)*	
Trust	.18(4.62)*	.31(6.75)*	
Positive EO Behavior	.05(2.27)*	.10(3.81)*	
Differential Command	-.12(-2.79)*	-.04(-1.05)	
Racist Behavior	-.06(-1.42)	-.03(-72)	
Religious Discrimination	-.05(-.79)	-.04(-.67)	
Age Discrimination	-.03(-.66)	-.01(-.09)	
Disability Discrimination	-.05(-.98)	-.04(-.67)	
Microaggression	-.08(-3.60)*	-.11(-4.30)*	

[1]Statistics are based on a sample of 6816 (5678 males and 1138 females). [2]These are the endogenous or dependent variables in the model; the exogenous variables are listed underneath. [3]The t-values are in parentheses directly after the structural coefficients. *p < .05.

Table 9

Unstandardized Structural Coefficients by Gender for the Model.[1] Continued

Parameter	(Males)[3]	(Females)[3]	SMC
Work Group Effectiveness[2]			
Affective Commitment	.02(1.33)	.04(1.75)	Males = 49.2%
Sexual Discrimination	-.08(-2.08)*	-.06(-1.99)*	Females = 53.8%
Job Satisfaction	.16(6.75)*	.23(10.63)*	
Trust	.01(.26)	.08(2.22)*	
Positive EO Behavior	.06(3.43)*	.07(3.22)*	
Differential Command	-.05(-1.72)	-.03(-.98)	
Racist Behavior	-.03(-1.08)	-.01(-.39)	
Religious Discrimination	-.06(-1.21)	-.12(-2.32)*	
Age Discrimination	-.04(-1.15)	-.02(-.58)	
Disability Discrimination	-.11(-2.42)*	-.07(-1.57)	
Microaggression	-.01(-.96)	-.02(-1.72)	
Work Group Cohesion	.42(17.60)*	.43(18.63)*	
Leadership Cohesion[2]			
Affective Commitment	.09(3.15)*	.13(4.96)*	Males = 50.9%
Sexual Discrimination	-.07(1.40)	-.26(-6.44)*	Females = 56.7%
Job Satisfaction	.25(8.41)*	.17(6.57)*	
Trust	.52(12.54)*	.56(12.97)*	
Positive EO Behavior	.01(.06)	.02(.97)	
Differential Command	-.03(-68)	-.03(.70)	
Racist Behavior	-.07(-1.47)	-.12(-2.68)*	
Religious Discrimination	-.15(-2.15)*	-.01(-0.24)	
Age Discrimination	-.08(-1.60)	-.01(-05)	
Disability Discrimination	-.10(-1.81)	-.01(-.24)	
Microaggression	-.01(-.48)	-.06(-2.62)*	

Table 10

Results of Mediation Testing By Gender For Each Outcome Variable.[1]

	Work Group Effectiveness		Work Group Cohesion		Leadership Cohesion	
	(Females) Z-score	(Males) Z-score	(Females) Z-score	(Males) Z-score	(Females) Z-score	(Males) Z-score
Affective Commitment	1.97*	1.26	3.12*	1.58	13.05*	1.53
Sexual Discrimination	2.12*	1.97*	9.14*	5.66*	16.93*	1.82
Job Satisfaction	11.12*	6.38*	50.69*	53.59*	17.27*	4.09*
Trust	2.45*	.246	29.08*	16.65*	34.12*	1.11
Positive EO Behavior	3.64*	3.24*	16.38*	8.19*	2.56*	.297
Differential Command	1.09	1.63	6.45*	10.05*	1.86	.333
Racist Behavior	.430	1.02	3.08*	5.14*	7.05*	.715
Religious Discrimination	2.57*	1.15	2.88*	2.86*	.636	1.05
Age Discrimination	.645	1.09	.408	2.39*	1.34	.781
Disability Discrimination	1.74	2.29*	2.89*	3.54*	.736	.879

[1]Statistics are based on a sample of sample of 6816 (5678 males and 1138 females).

For ease of presentation, only the absolute values of z-scores are shown in columns.

*Z-score values greater than 1.96 indicate a mediation effect.

Table 11

Results of Mediation Testing By Racioethnicity For Each Outcome Variable.[1]

	(AIndian) Z-score	(Asian) Z-score	(Black) Z-score	(Hispanic) Z-score	(Hawaiian) Z-score	(White) Z-score
Work Group Effectiveness						
Affective Commitment	.209	.318	1.79	.323	.001	3.03
Sexual Discrimination	.143	1.33	.452	.249	.001	1.48
Job Satisfaction	2.15*	5.29*	10.57*	2.66*	.005	9.83*
Trust	.338	4.02*	3.83*	.023	.001	1.71
Positive EO Behavior	2.12*	1.74	3.06*	1.11	.001	5.43*
Differential Command	1.67	1.71	.719	.139	.001	2.43*
Racist Behavior	.702	.970	2.65*	.393	.002	.671
Religious Discrimination	.283	.814	.174	.548	.004	.192
Age Discrimination	.717	2.66*	.527	.732	.005	.298
Disability Discrimination	.006	2.59*	2.40*	.311	.002	1.87
Work Group Cohesion[2]						
Affective Commitment	.245	.136	.342	10.58*	.723	25.12*
Sexual Discrimination	.346	.568	2.47*	2.35*	1.61	9.49*
Job Satisfaction	2.72*	2.24*	38.14*	56.24*	4.76*	143.49*
Trust	.628	1.72	12.14*	18.04*	2.04*	41.63*
Positive EO Behavior	.919	.746	9.91*	12.73*	.385	45.44*
Differential Command	1.59	.731	2.72*	1.61	1.48	10.82*
Racist Behavior	1.87	.360	3.19*	3.48*	1.49	2.00*
Religious Discrimination	.034	.569	.237	18.15*	.837	12.92*
Age Discrimination	.147	.615	1.55	3.57*	.259	.858
Disability Discrimination	1.29	1.04	5.48*	.736	1.15	8.58*

[1]Statistics are based on a sample of 6816 [Whites, n= 4915; Blacks, n=1241; Hispanics, n= 1056; Asians, n= 304; American Indians/Native Alaskans(AIndian), n=216; Pacific Islanders/Native Hawaiians(Hawaiian), n=193]). For ease of presentation, only the absolute values of z-scores are shown in columns. *Z-score values greater than 1.96 indicate a mediation effect.

Table 11

Results of Mediation Testing By Racioethnicity For Each Outcome Variable.[1] *Continued*

	(AIndian) Z-score	(Asian) Z-score	(Black) Z-score	(Hispanic) Z-score	(Hawaiian) Z-score	(White) Z-score
Leadership Cohesion						
Affective Commitment	1.99*	.594	3.64*	4.49*	1.48	21.12*
Sexual Discrimination	1.43	.200	1.70	.289	1.81	14.64*
Job Satisfaction	2.85*	2.02*	6.82*	9.88*	3.15*	40.40*
Trust	6.78*	3.37*	11.02*	11.36*	3.87*	73.78*
Positive EO Behavior	.399	.810	.805	.395	.300	1.71
Differential Command	.905	.002	.259	1.52	.566	.117
Racist Behavior	.433	.866	.116	.595	.108	4.36*
Religious Discrimination	.231	.208	.485	.095	.521	3.56*
Age Discrimination	.717	.648	.584	1.67	.580	7.03*
Disability Discrimination	2.28*	.593	.093	.277	.398	7.30*

[1]Statistics are based on a sample of 6816 [American Indians/Native Alaskans(AIndian), n=216; Asians, n= 304; Blacks, n=1241; Hispanics, n= 1056; Pacific Islanders/Native Hawaiians(Hawaiian), n=193; Whites, n= 4915]). For ease of presentation, only the absolute values of z-scores are shown in columns. *Z-score values greater than 1.96 indicate a mediation effect.

Table 12

Micro Aggression Items Added to the DEOCS Instrument

Response Scale:

There is Almost No Chance that the Action Occurred (1), There is a Small Chance that the Action Occurred (2), There is a Moderate Chance that the Action Occurred (3), There is a Reasonably High Chance that the Action Occurred (4), There is a Very High Chance that the Action Occurred (5)

1. Individuals in my unit avoid discussing or addressing cultural issues.
2. Individuals in my unit are sometimes insensitive about my cultural group when trying to understand me.
3. Individuals in my unit deny having any cultural biases or stereotypes.
4. Individuals in my unit think that I am overly sensitive about cultural issues.
5. Individuals in my unit seem have stereotypes about my cultural group, even if they do not express them directly.
6. Individuals in my unit underestimate my capabilities and strengths based on my cultural group membership.
7. Individuals in my unit seem unaware of the realities of race and racism.
8. Individuals in my unit offer career advice that is based on my cultural group membership.
9. Individuals in my unit minimize the importance of cultural issues in the military.
10. Individuals in my unit make remarks that indicate they believe that other racial groups are not as smart.
11. Individuals in my unit appear to be afraid of me because of my cultural group membership.
12. At least one individual in my unit has said "Everyone can succeed in this society if they work hard enough.

Table 13

Final Micro Aggression Items

Response Scale:

There is Almost No Chance that the Action Occurred (1), There is a Small Chance that the Action Occurred (2), There is a Moderate Chance that the Action Occurred (3), There is a Reasonably High Chance that the Action Occurred (4), There is a Very High Chance that the Action Occurred (5)

1. Individuals in my unit avoid discussing or addressing cultural issues.
2. Individuals in my unit are sometimes insensitive about my cultural group when trying to understand me.
3. Individuals in my unit think that I am overly sensitive about cultural issues.
4. Individuals in my unit seem to have stereotypes about my cultural group, even if they do not express them directly.
5. Individuals in my unit underestimate my capabilities and strengths based on my cultural group membership.
6. Individuals in my unit seem unaware of the realities of race and racism.
7. Individuals in my unit offer career advice that is based on my cultural group membership.
8. Individuals in my unit minimize the importance of cultural issues in the military.
9. Individuals in my unit make remarks that indicate they believe that other racial groups are not as smart.
10. Individuals in my unit appear to be afraid of me because of my cultural group membership.

Microaggressions Handout (Source: Sue, Capodilupo, Torino, Bucceri, Holder, Nadal & Esquilin, 2007)

Racial Microaggressions
Commonplace verbal or behavioral indignities, whether intentional or unintentional, which communicate hostile, derogatory, or negative racial slights and insults.

Microinsult
(Often Unconscious)

Behavioral/verbal remarks or comments that convey rudeness, insensitivity and demean a person's racial heritage or identity.

Microassault
(Often Conscious)

Explicit racial derogations characterized primarily by a violent verbal or nonverbal attack meant to hurt the intended victim through name-calling, avoidant behavior or purposeful discriminatory actions.

Microinvalidation
(Often Unconscious)

Verbal comments or behaviors that exclude, negate, or nullify the psychological thoughts, feelings, or experiential reality of a person of color.

Ascription of Intelligence
Assigning a degree of intelligence to a person of color based on their race

Second Class Citizen
Treated as a lesser person or group.

Pathologizing Cultural Values and/or Communication Styles
Notion that the values and communication styles of people of color are abnormal

Assumption of Criminal Status
Presumed to be a criminal, dangerous, or deviant based on race

Environmental Microaggressions
(Macro-level)

Racial assaults, insults and invalidations which are manifested on systemic and environmental levels.

Alien in Own Land
Belief that visible racial/ethnic minority citizens are foreigners.

Color Blindness
Denial or pretense that a White person does not see color or race.

Myth of Meritocracy
Statements which assert that race plays a minor role in life success.

Denial of Individual Racism
Denial of personal racism or one's role in its perpetuation.